

FOCUS: Good Government

Overall Good Government Goals:

Improved Customer Services – by positioning the City to provide the highest level of customer service to city residents and the community at large.

Prepared Workforce – enable and support the development of a prepared and successful employee workforce that is aligned with organizational priorities.

Fiscal Responsibility – optimize the streamlining of organizational processes to ensure quality services and fiscal responsibility.

Expand Use of Technology – by capitalizing on technology to improve service and increase efficiency, ensuring public and employee safety, exercising appropriate environmental stewardship and providing greater information access.

Strengthen Partnerships – by building a strategic network of partnerships that aim at bettering community life, eliminating redundant services and stretching the value of the taxpayer's dollar.



CITIZEN SURVEY

Utilizing the services of a nationally recognized survey firm, National Research Center (NRC), a citizen survey was randomly mailed to 3,000 households within the City in February 2004. The survey sought to determine how the community views services the City provides, obtaining feedback on the satisfaction with these services. The survey results will be utilized to help assess our current service levels and identify areas for improvement.

Accomplishments:

- Over 850 individuals, a respectable and statistically valid number, returned the survey.
- NRC analyzed the results and prepared a report to the City. The survey instrument allowed the City of Tucson to benchmark and compare the 2004 data with our residents' opinion gathered in 2001.
- The final report from NRC is available online at <http://www.tucsonaz.gov/pdf/citizensurvey.pdf> and copies of the report were provided to the Mayor and Council.



REVISE PROCUREMENT CODE AND PROCEDURES

The City of Tucson's Procurement Code was developed in 1993, based on the American Bar Association's (ABA) "Model Procurement Code for State and Local Governments." Over the past ten years the Tucson Procurement Code has created a high level of public confidence and received national recognition. The code has fostered broad-based competition within a free enterprise system, provided increased economy in City expenditures and ensured the fair and equitable treatment of all persons who deal with the City's procurement system. While the Tucson Code has been successful, it required revision to include recent State procurement statute changes, revisions to the ABA's Model Procurement Code, changes in technology and other refinements intended to improve efficiency and better accommodate the current requirements of City departments and the business community.



Accomplishments:

- This was the first comprehensive change in the City's Procurement Code in the past decade.
- The new code facilitates electronic purchasing services, adds provision for contract award based on 'best value,' provides for increased dollar limit thresholds for bidding, adds new construction alternative project delivery methods and expands intergovernmental cooperative purchasing agreements.
- The revisions to the Procurement Code were drafted with the intent to enhance the efficiency and effectiveness of the City's procurement system while retaining system integrity and ensuring broad-based competition.
- The Procurement Director and key staff members met with contractors, vendors, the Tucson Chamber of Commerce, the Minority and Women Business Enterprise Commission, the Small Business Commission, the Arizona Builders Alliance, City Departments and other interested parties to receive comments on the proposed revision to the code.
- The current Procurement Code and all proposed revisions were also available on the City website since June of 2003 for employee review.
- On November 17, 2003 the Mayor and Council voted to approve the revisions to the Tucson Procurement Code.

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STAR (SHARED TRACKING ASSIGNMENT & REVIEW) PILOT PROGRAM

Constituent Relationship Management (CRM) is the City's long-term project of tracking and responding to citizen inquiries. CRM documents individual constituent inquiries, the City's responses and manages the overall process to identify trends, problems, consensus, etc. CRM has been implemented through the STAR pilot.

The STAR pilot uses technology to assist in service provision (STAR stands for Shared Tracking, Assignment and Review). It aims to improve service to the public by appropriately assigning, tracking and reviewing the City's response to constituent initiated contacts for services, information and/or expression of opinion. Basic service provision can be improved by surfacing any service issues that constituents may have. In addition, the pilot project will provide a way for the opinions of constituents on community issues to be noted, communicated to City staff and appropriately responded to. As part of the pilot, specifications were developed for future service provision via the Internet and phones on a 24 hours a day, 7 days a week basis. This will allow constituents to both self-serve and track the status of their request while providing aggregate performance and issue information to both City staff and community members.

This project is part of a concerted, long-term effort to improve service, understand and reflect constituent service expectations and encourage constituent participation in community issues.

Accomplishments:

- The STAR CRM Pilot Project was completed as of June 30, 2004.
- The task of constituent contact intake is being handled by staff of the Department of Neighborhood Resources.
- In the first year of STAR (March 2003 through March 2004), the system handled approximately 4,700 contacts. In the three months since, an additional 3,300 contacts have been entered. This projects to over 13,000 contacts for the second year of STAR.
- In addition, the City will be continuing its efforts to determine the City's requirements for a replacement of the STAR system, as well as developing intermediate deliverables to enhance the usability of the existing system. Some of these intermediate deliverables have already been completed, such as the address lookup webpage, various management reports, etc. Some are in development, such as the online survey web page. Others, online service request forms, constituent request tracking, etc., are still being evaluated.



CITY OF TUCSON COMMUNICATIONS PLAN

This is a multi-year project aimed at improving the way City staff communicates, assists and works with community members. Projects represent a continuing effort to routinely and consistently communicate with the community and the workforce on matters of importance and/or interest.

Accomplishments:

- This year Channel 12 has increased the production of new programming to 96 minutes a month compared to the 40 new programming minutes a month in FY 2003.
- Channel 12 staff developed four new shows and a new programming concept: “Give us 12 minutes and we’ll give you Tucson” in Fiscal Year 2004. The change is part of a multi-year project aimed at improving the way City staff communicates, assists and works with community members.
- Channel 12’s more concise format was designed for both television and web viewing. The shorter format gives staff the ability to produce the widest variety of programming, address issues most important to the City and make the most of the resources available. The programming is also interactive, allowing citizens to comment on the Internet. The programs and their topics are:
 - 12 Answers–Key issues affecting our community
 - In Motion–Transportation
 - On Scene–Police and Fire departments
 - The Beat–Downtown and Rio Nuevo
 - City News–People, programs and events that are shaping Tucson
 - Pet Connection–Helps needy animals find caring homes
- A communication plan was developed to provide the community with regular updates on the progress of the initiatives included in the FY 2005 budget. Additionally, all news releases notifying the public of upcoming street repairs include a statement that the project is part of the streets initiative included in the approval of the FY 2005 budget.
- For the 2005 budget process, an Employee Idea Budget Board was developed similar to a public comment board that was developed for the 2004 process. Ideas were compiled and investigated for potential implementation. Responses were developed and posted on the Board for employee review and comment.



CIVIL SERVICE RULES AND REGULATIONS REVISION

As a means to become both more efficient and more effective, the City of Tucson is in the process of updating and enhancing the City of Tucson's Civil Service Commission Rules and Regulations to effectuate efficiencies in the administration of personnel matters.

Accomplishments:

- The Civil Service Commission adopted significant rule changes for the first time in over a decade.
 - The rule changes have streamlined hiring procedures to be made consistent with current 'best practices.'
- These changes:
- ensure no conflict exists between the Civil Service Rules, the City Charter and the City Code, allowing the Civil Service Commission to adopt more of a policy making and appeal review role
 - delegate administrative actions and process to the Human Resources Director.



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MEDICAL INSURANCE UPDATE

In FY 2005 the City introduced a new health plan option while continuing to offer the current plan options. The purpose is to increase the choice of medical plan offerings while maintaining high quality and cost-effectiveness.

Accomplishments:

- The City of Tucson is the first municipality in the state to implement a Consumer Driven Health Care Plan.
- Proposals were requested on two HMO plans, a PPO plan and a new option, a Consumer Driven Health Care PPO plan.
- The City awarded Mellon Consultants a contract to research and suggest a new plan design to implement. Their recommendation was a Consumer Driven Health Care plan.
- Leif Associates was contracted to determine the estimated costs associated with a Consumer Driven Health Care plan and they concurred with Mellon Consultants that such a plan would contribute to lowering future costs.
- Mellon Consultants were contracted to implement the new plan design as well as educate employees about the new plan options.
- Mellon Consultants held over 44 employee education meetings to explain the purpose of this program.
- The implementation of the Consumer Driven Health Care Plan and other Health Maintenance Plan changes reduced the City's health insurance increase to less than 10% for FY 2005 compared with the approximate 20% increase experienced in FY 2004.



FINES/FEES AND RESTITUTION ENFORCEMENT (FARE) PROGRAM

Tucson City Court has volunteered to be a pioneer court in the Arizona Supreme Court's Fines/Fees and Restitution Enforcement (FARE) Program. There are seven pioneer courts, of which Tucson City Court is the largest, using the AZTEC automated case management program. Tucson's participation began in July of 2003 and is scheduled to last until September of 2008. The program provides a system for persons with delinquent civil traffic and parking fines to have the amounts due subtracted from their state tax return.

The FARE program will be funded by a \$7.00 cost recovery/service fee imposed on each civil violation of a local ordinance, civil traffic violation, petty offense, misdemeanor and felony charge where a financial sanction is imposed.

Accomplishments:

- During the time period of August 25, 2003 to June 30, 2004, the Interim FARE project collected \$1.3 million from the 5,000 defaulted civil traffic and parking cases submitted.
- The average amount collected was \$251.27 per case. The Court continues data refinement in order to prepare cases for submission to Interim FARE program.
- The Court is preparing appropriate cases for automatic submission to the Tax Intercept Program (TIP).



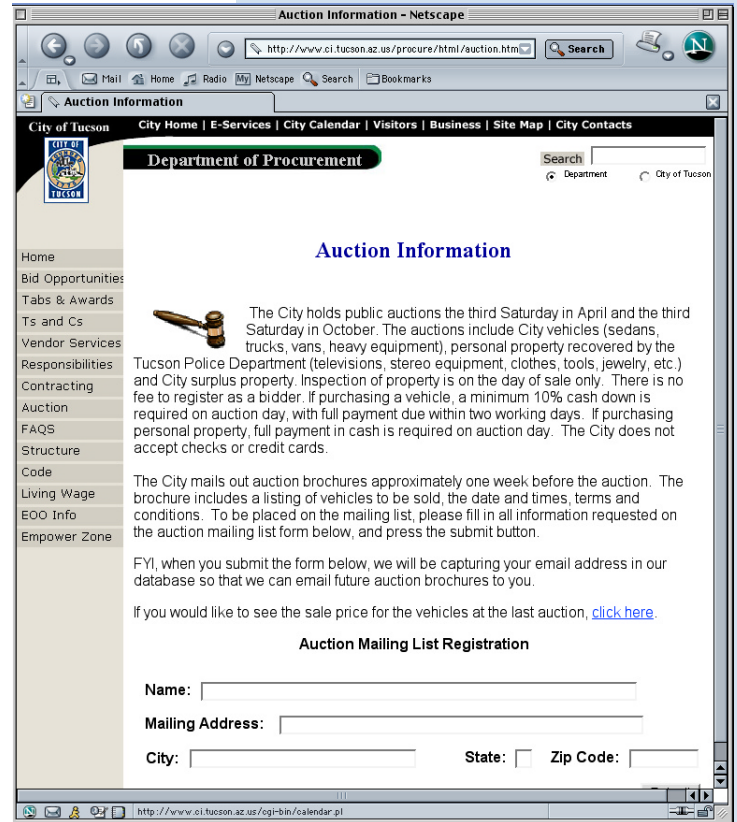
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E-GOVERNMENT – ONLINE AUCTIONS/REVERSE AUCTIONS

As a means to become more efficient and effective, the Procurement Department has begun testing the City's available technology for conducting online auctions and reverse auctions. Online auctions will be planned and conducted for the sale of City surplus items and reverse auctions for the purchase of commodities.

Accomplishments:

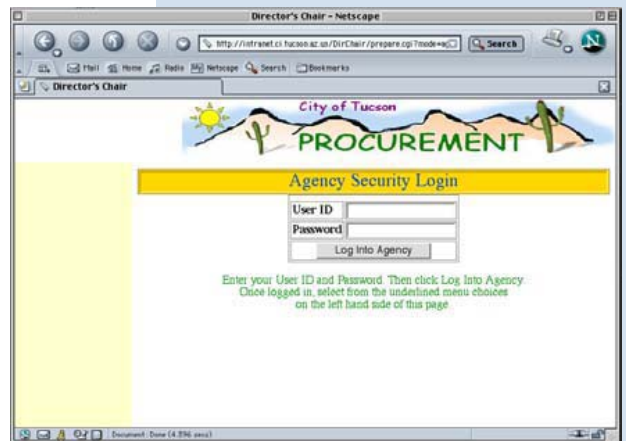
- In early July, the City will post its first online surplus auction. The purpose of the posting is to test the technology and to determine what level of effort would be required to conduct surplus auctions on a continuous basis.
- In mid-July, the City will post its first reverse auction with the intention of conducting a spot purchase of gasoline and diesel fuel.
- In the coming months the Procurement Department anticipates releasing additional online surplus auctions in addition to conducting the scheduled live auction in October 2004.



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OPIS (ONLINE PROCUREMENT INTEGRATION PROGRAM)

Effective November 2003, the City of Tucson Department of Procurement had completed the rollout of OPIS (Online Procurement Integration System) to all City departments. OPIS is a web-based, automated procurement system that provides for full procurement functionality, including online requisitioning, automated document workflow and online approval, online direct contract ordering, online vendor registration, purchase orders and change orders. Prior to OPIS, the procurement function was performed in a primarily manual environment. The OPIS project has resulted in significant cost savings, increased efficiencies in business processes, reductions in duplicate data entry, online access to procurement data, online access to document status, streamlining of document processing and reductions in processing times.



Accomplishments:

- Access to over 500 annual requirements contracts, allowing customers to order directly with vendors.
- Access to information on thousands of purchase orders.
- Vendor self-registration (currently, over 16,000 vendors registered in OPIS).
- Significant reduction in average document processing times:
 - Requisitions: Processing time averages reduced from 7-14 days to 3-5 days;
 - Direct Releases (Direct Orders from Contracts): Processing time averages reduced from 21-28 days to 1 day or less;
 - Purchase Orders: Processing time averages reduced from 21-28 days to 14-21 days;
 - Vendor registration: Processing time averages reduced from 21-28 days to less than 1 hour.
- The OPIS project continues to implement improvements in technology and in business practices to further enhance efficiencies and the level of customer service to the customer and vendor community.

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EQUIPMENT MANAGEMENT SYSTEM (EMS) UPGRADE

In order to be most efficient, the City will upgrade the City's outdated, DOS-based automated fleet management information system with the vendor's Windows-based upgraded system. The Synergen fleet management system was originally implemented in Tucson Water and has become the software of choice for managing the City's vehicles.

Accomplishments:

- Synergen was selected as the EMS replacement system for the entire City. Implementation has begun and is planned for completion in FY 2005.
- Synergen will enable fleet functions located in the General Services, Water, Fire and Parks & Recreation Departments to capture and more easily manage data on fleet operations.
- Fleet staff, through the use of improved information, will be able to more effectively manage their labor, parts, supplies and time for better results, such as lower costs and more reliable work quality. Increased accountability and customer service also will be achieved not only in respect to management, but also the individual.



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ADVANTAGE FINANCIAL SYSTEM (AFIN) UPDATE WITH NEW ADVANTAGE 3 RELEASE

The City's current version of the AFIN accounting system was updated with the new Advantage 3 release due to vendor support and maintenance ending on the older version, Advantage 2. This is not a typical upgrade. It involves at least one generational leap in technology and functionality, and is now based on web-based architecture. The most immediate improvement was the online availability of weekly, monthly and annual financial reports for access by City departments. Prior to the Advantage 3 upgrade, reports had to be run in paper form in their entirety and manually distributed throughout the City, costing precious staff time and reams of paper and printer supplies. Now, departments will be able to see their pertinent financial data online and print out only on an as-needed basis.

Accomplishments:

- The new system was to become operational on schedule on July 1, 2004, after over a year of implementation, testing and training. Several improvements in functionality and operating efficiency will be realized with the implementation of this new upgrade.
- The new system's chart of account coding structure demonstrates increased flexibility by allowing further breakdowns of reporting categories. This will greatly improve the City's financial reporting capability to accommodate more or less detail when needed.
- The cost accounting function of the new system provides more flexibility and tracks accounting events that are associated with jobs, projects and grants.
- Interfaces have been developed internally so that all of the various software programs operating in other departments (i.e. Budget, Procurement, etc.) interact seamlessly with the new Advantage 3 Financial System.



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NEW EMPLOYEE WELCOME (NEW)

New Employee Welcome is a two-day orientation and education program designed to greet and inform employees about the City's culture in a highly interactive manner. The message of creating a City team is stressed throughout. Each employee is assigned a sponsor within their department, someone in addition to their supervisor to facilitate their integration into the unit. Sponsors are also given a checklist of activities to orient the new employee to their organization.

Introductions to the Mayor and Council and City Manager form of government and the responsibilities of a municipal employee are presented. The vast array of services provided by the City to its citizens is studied as well as the accomplishments of each department. Essential information related to policies, benefits and alternative transportation are reviewed. The importance of customer service, a positive attitude and the importance of teamwork are taught through videos and group discussion.

Accomplishments

- From September to June, 351 employees participated in the NEW program.
- The participants rate each module within the program. The value of NEW to the employees continues to increase as their feedback on the program are implemented (average score is 3.8 out of a possible 4 points).
- Typical employee comments about the program are similar to these from past participants: "This orientation has given me a positive outlook of the City of Tucson, I am proud to be a City employee" or "I am proud to be part of the City team."



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FACILITIES MANAGEMENT COST ALLOCATION SYSTEM

This project implements a Facilities Management activity-based cost system, which allocates and recovers the true cost of facilities usage. This new system replaces the existing paper intensive credit-based system.

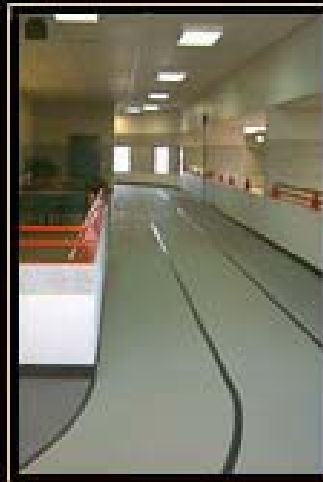
Accomplishments

- Annual rental agreements were developed with customers departments, which reflect the true facilities costs for the city.
- This system is vastly simplified with a single monthly transaction per department replacing the previous per incident charge system that resulted in multiple transactions per month, eliminating 150,000 annual transactions.
- As a result of this change in process, the City is now able to benchmark and compare its costs accurately against other public and private sector service providers.
- The system also provides opportunities for City departments to manage bids competitively between the City and private maintenance contractors.

Fire Station #4



El Pueblo Activity Center



Public Safety Training Academy

